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SUBJECT : Senior Administrative Officers' Conference,
29 April - 1 May 1957

1. The following conclusions and recommendations are based on the attached summary of the critiques submitted to the Deputy Director (Support) by personnel who attended the Senior Administrative Officers' Conference, 29 April - 1 May 1957:

The first Senior Administrative Officers' Conference successfully achieved its purpose which was "to provide senior Administrative Officers responsible for administrative management and support of the Clandestine Services and the Support Services an opportunity to give thought, individually and jointly, to common problems and program objectives."

Other desirable results of the Conference include:

- a. Development of increased esprit de corps within the Administration Career Service and more communication between its members.
- b. Broader understanding of common Support problems and increased appreciation of Support programs and of the current capabilities and limitations of some of the Support Services.
- c. Closer personal relationships between Senior Administrative Officers and Chiefs of Support Components who participated in the Conference and increased appreciation of the role of each in providing efficient and effective administrative support.
- d. Identification of significant current Support problems (particularly in connection with personnel management) and preliminary exploration of policies and procedures for solving such problems.

1. The Senior Administrative Officers' Conference should be reported at least annually but not more often than twice each year.

2. Conferences should extend through three working days and be held approximately 1 May and/or 15 October.

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3. Conferences should be held at [REDACTED] if space and facilities

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as were available for the initial Conference can be provided. Since much of the success of the Conference depends upon it being away from headquarters, [REDACTED] should be considered an alternate location in the event [REDACTED] could not provide adequate facilities at the time required.

4. Active participation and contribution by Conferees should be emphasized and increased by:

a. Strict adherence to the seminar technique with subject presentation by seminar leaders held to a minimum.

b. Prior determination of several problems common and important to the Conferees which would be assigned to five-man task groups for study and recommendation (each conferee should have only one such assignment and each task group should determine its own leader or spokesman; assignments of personnel and problems should be made at the opening session and the conclusions and recommendations of each group presented to the entire Conference on the final day).

c. The number of personnel participating should not be increased and again the Conference should be organized into two sections so as to provide maximum contact between Seminar leaders and Conferees and maximum opportunity for problem discussion.

5. Subjects selected for the Agenda should be timely, as specific as possible, and significant to the Conferees.

6. Conferees should be invited to submit topics proposed for the Conference with at least two such items being included in the final Agenda.

7. The Deputy Director (Support) should be present at and participate in future conferences since it is evident that his active role during the initial effort was essential to the satisfactory results achieved.

8. A final session of the conference for purposes of summarizing and concluding conference business should be carefully planned in advance.

2. It is recommended that you approve these conclusions and recommendations.

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Special Assistant to the
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CONFERENCE BACKGROUND

The Conference was organized into two sections except for the initial and final sessions which were held on a common basis. The objective of this was to provide (a) maximum contact between seminar leaders and conferees and (b) maximum opportunity for free discussion by limiting each section to approximately twelve conferees. Because it seemed equally important that each section include representation of all the diverse kinds of administrative situations, the Chiefs of Support from MI and FE (large divisions concerned, for the most part, with large Class A Stations) were assigned to different sections of the Conference. Similarly, other Conferees were assigned so as to include in each section a representative of each of the various kinds of administrative situations encountered in the various divisions, staffs and components participating in the Conference.

The Conference pursued two main things, Planning and Personnel Management, which were determined by the Deputy Director (Support). The specific agenda of eight topics was selected by the Deputy Director (Support) from more than twenty submitted for consideration by the Office of the Deputy Director (Support) and most of the Support Services. However, the target group, the Senior Administrative Officers, was not consulted.

Consideration was given to the matter of assigning to small task groups of conferees problems for study and recommendation, but it was decided that this should not be attempted at the initial conference.

The final three hours of the Conference were scheduled for a joint session of the two sections of the Conference, originally to provide for presentation and discussion of task group reports, and retained to provide for a summarization and conclusion of the business of the Conference. A plan for achieving this was not thoroughly developed, however, and only one hour was used for the final session of the Conference.

SUMMARY OF CRITICISMS AND RECOMMENDATIONS OF CONFEREES

ORGANIZATION

Of twenty-five (25) critiques submitted, nine (9) stated that the Conference would have been more productive with all participants in a single group, one (1) recommended that the groups be combined for some subjects, three (3) stated that the Conference was more productive because it was organized into two small groups and recommended the same organization for any future conferences, while twelve (12) others submitted no evaluation or recommendation on this point.

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OPERATION AND FREQUENCY

Seven (7) of those who participated recommended that such conferences be repeated semi-annually while one (1) recommended merely that the conference should be repeated at least annually. However, four (4) others recommended annual repetition of the conference and one (1) recommended that the conference be repeated but not on a regular cycle. Three (3) individuals recommended that future conferences meet for three days, one (1) recommended "at least" three days and one (1) recommended that two days would be adequate.

ADMINISTRATION

The sole recommendation regarding administration of the Conference was that Conferees should have reported in to [redacted] Sunday night so that Conference activity could have begun earlier Monday morning.

CONFERENCE PARTICIPATION

Nine (9) of the critiques recommended that additional officials should be invited to participate in future Conferences. Of these, seven (7) recommended that the Chief of Operations, Office of the Deputy Director (Plans), or other senior operations personnel of the Office of the Deputy Director (Plans) (including recent overseas returnees) could contribute to the Conference as guest speakers or otherwise by getting across their views on specific support problems, especially the "what and how" they expect from Support. Other recommendations were that the Director of Training, Director of Security, Director of Communications, Chief, Medical Staff, and General Counsel should participate in future Conferences.

On the other hand, two (2) critiques recommended specifically that operations personnel should not participate in future conferences and one other, noting proposals that future conferences be enlarged, made a more general recommendation that the conference be kept small so as to insure a full flow of ideas.

METHOD

The analysis of criticisms regarding the methodology of the first Conference is made difficult because they are rather directly and subjectively related both to the agenda subjects and to the seminar leaders themselves. Thus almost without exception, critiques ranked subjects and topics in the order of their value to the conferees in the following order of precedence:

Personnel Management (all topics)
Support Planning

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The Agency Budget as a Planning Mechanism
Budgets and Appropriations
Logistics Planning and Capabilities
Support Agreements [REDACTED]

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Many of the critiques were quite circumspect in the matter of criticizing the seminar leaders themselves, but nevertheless those commenting almost unanimously ranked seminar leaders in the order of their effectiveness and importance to the Conference in the following order of precedence:

Mr. Stewart
Mr. Andrews
Mr. Saunders
Mr. Garrison.

Before attempting to further analyze the critiques to find the reasons for these rankings, it seems pertinent to observe that the seminar leaders were successful and their topics valuable directly as their presentations conformed to the original concept of the methodology of the Conference. Thus seminar leaders were cautioned that their presentations or lectures should be designed solely to serve as bases for discussion and should never exceed 20 minutes per scheduled hour.

Critiques in general seemed to make only one major point; namely, the Conference did not provide sufficient opportunity for action and participation by the Conferees. Evidences of this generalization are varied but include specifics such as "the presentations were too lecturish," "should be more use of case system in lieu of briefings and general discussions," "should organize physically as a round table," "subject matter should be more specific and should include more cases." Significant recommendations include also such points as these, that (a) each conferee submit in advance at least one item considered to be a good administrative practice and from these some would be selected for the agenda; (b) the Conference should conclude with at least one recommendation for improvement of record; (c) a "tank topic" should be assigned each Conferee so that he can make a positive contribution to the group; (d) there should be class participation in solving one or two support planning problems. Other recommendations followed the same pattern including one that a future program should develop around administrative problems peculiar to the staffs and divisions so that discussion might evolve mutual solutions, and another, that Conferees should be able to submit pressing questions in writing sufficiently in advance as to permit preparation for discussion and solution. One rather pointed recommendation was that in any hour the chair be limited to a 10-minute statement so as to allow 50 minutes for discussion.

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AGENDA

Critiques included little direct comment on the agenda of the first Conference which seemed to be generally satisfactory although one individual did characterize the subject matter as being essentially basic and historical. However, much more criticism of the agenda seems implied in the many topics proposed for the agendas of future conferences. Principal among topics proposed are these:

- a. Consideration of the matter of dissolving Cover Division, Office of the Deputy Director (Plans) and assigning its functions to each line division.
- b. Development of a common basis for handling overtime at headquarters and throughout the field.
- c. Consideration of the matter of overlapping and duplication of administrative workload between DD/P Divisions and DD/S Components.
- d. Reduction of administrative workload in connection with career service communications to the field by substitution of Career Service prepared, DD/P Division released, dispatches in lieu of inter-office memoranda.
- e. Administration of contract personnel.
- f. Inter-relationships and problems of the career service system, the Personnel Office and the command line.
- g. Utilization of contract personnel to meet fluctuating, specialized and short-term field manpower requirements.
- h. Consideration of review mechanisms and delegations of authority.
- i. Procedure simplification and the true role of the Chief of Support in a division.
- j. One or two seminars led by division Chief of Support and dealing with day-to-day problems not within the functional cognizance of DD/S components.
- k. Psychological testing and assessment as an aid in the proper placement and utilization of manpower.
- l. Field project accounting.

These proposed topics are quite specific reflecting, no doubt, the preoccupation of most Chiefs of Support with live problems

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requiring practical solutions. They are consistent also with the numerous recommendations that future conferences provide more opportunity for active participation by Conferrees and with the relatively low rating accorded the sessions in which the chair functioned as a lecturer rather than as a seminar leader. In this connection, it is interesting to note that one critique cautioned against expecting problem solutions from such conferences.

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